

RECOGNIZE > HONOR > RESPECT

*Taking care of those  
who take care of us.*



VA NW Health Network

VISN 20 > 2005 Annual Report



## > Message from our Network Director



On behalf of the 8000 employees that comprise the VA NW Health Network (VISN 20) I am pleased to present our 2005 Annual Report.

In looking back, 2005 was an eventful and productive time in our VISN, marked by many challenges and significant accomplishments. Working within an operating budget of approximately \$1.2 billion, our dedicated staff was honored to provide care to over 201,000 veterans last year, including recently returning active duty, Reserve and National Guard troops, with services designated to specifically address the health care needs of their military deployment.

Despite a steady increase in the number of veterans who choose to receive their health care within VISN 20, our constant focus on improving quality, satisfaction and access allowed us to take major strides to enhance access to specialty care services, improve services to cardiac patients and more efficiently utilize telemetry beds.

The implementation of several new initiatives has resulted in OR, ICU and Medical/Surgical capacity increases at various sites across the VISN, and our telemedicine program, which involves the use of electronic medical information and communication to provide health care to veterans within their homes has also been expanded to include more veterans. Given the rural nature of VISN 20, expansion of this program will increase access to care, especially for veterans who are in remote locations, and those who are disabled and elderly.

Although access remains a challenge, VISN 20's patient satisfaction scores continued to rank among the highest in the nation for overall satisfaction for inpatient care and outpatient care. VHA also measures how long our veterans wait to see their providers when they arrive for their clinic appointment. Our goal is for them to be seen within 20 minutes or less. Last year, we ranked 3rd in the nation, and continually strive to improve upon these, and all other patient satisfaction goals.

Other significant achievements this past year included securing \$16 million in capital dollars to help rebuild our network's infrastructure, the successful completion of two unannounced JCAHO surveys, and the move of our VISN headquarters into the recently completed Clark County (Washington) Community Center Building.

As impressive as these accomplishments are, we must continue to look forward with our planning efforts and establish new priorities and accomplishments. In our effort to improve, we welcome the input of our patients, staff, volunteers, congressional representatives, veterans' organizations, and community stakeholders. With your guidance, and the continued hard work of our outstanding employees, I know that we can meet and exceed any goal placed before us. I am energized by the challenges that 2006 will bring, and by the knowledge that we can continue to make a difference in the lives of our nation's veterans. Please do not hesitate to contact my office, or your local VISN 20 facility for assistance, or to provide your input.

Sincerely,

Dennis M. Lewis, FACHE  
Network Director



## > Mission Statement

*The Veterans Health Administration's (VHA) mission statement is: Honor America's veterans by providing exceptional health care that improves their health and well-being.*

## > Vision

### Statement

To be a patient-centered integrated health care organization for veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner; and a back-up for National emergencies.

## > Core Values

*As an integral component of VHA, VISN 20 recognizes the need for a clear sense of mission and vision for the future and an understanding of the core values that motivate us. An April 2005 National leadership planning summit resulted in the development and affirmation of new mission and vision statements and a reaffirmation of the core values for VHA.*

*Thoughtful consideration was also given to VHA's future strategic direction. Eight "Strategies for Excellence" were formulated, and the process to develop initiatives related to them has already begun. Within the pages of this annual report, you will find examples of how VISN 20 has embraced the new strategic direction of VHA to ensure that all veterans, old and new, are served to the best of our abilities.*

**Trust.** Trust means having a high degree of confidence in the honesty, integrity, reliability and sincere good intent of those with whom we work, of those whom we serve, and the system of which we are a part. Trust is the basis for the caregiver-patient relationship and is fundamental to all that we do in health care.

**Respect.** Respect means honoring and holding in high regard the dignity and worth of our patients and their families, our co-workers, and the system of which we are a part. It means relating to each other and providing services in a manner that demonstrates an understanding of, sensitivity to and concern for each person's individuality and importance.

**Excellence.** Excellence means being exceptionally good and of the highest quality. It means being the most competent and the finest in everything we do. It also means continually improving what we do.

**Compassion.** Compassion means demonstrating empathy and caring in all that we say and do in responding to our co-workers, our patients and their families, and all others with whom we interact.

**Commitment.** Commitment means meaningful engagement with coworkers, veterans and families. It includes a promise to work hard to do all that we can in accordance with the highest principles and ethics governing the conduct of the health care professions and public service. It is a pledge to assume personal responsibility for our individual and collective actions.



## > Who We Are

*VISN 20, the VA Northwest Health Network, includes the states of Alaska, Washington, Oregon, most of the state of Idaho, and one county each in Montana and California. Our 135 counties cover approximately 23% of the United States land mass; 17% of which are classified as health professional shortage areas. 67% of these same counties had a 2001 per capita income below \$25,000.*

*Our network of health care facilities is comprised of six medical centers (including two complex care hospitals), one independent outpatient clinic, one rehabilitation center, 21 community based outpatient clinics (CBOCs), and one mobile clinic. Other services include seven nursing home care units, two homeless domiciliaries, and 14 readjustment counseling centers.*

VISN 20 facilities are organized into five markets, based on where patients receive care:

- Alaska Market: Alaska VA Health Care System, Anchorage, AK
- Inland South Market: VA Medical Center (VAMC), Boise, ID
- Western Washington Market:  
VA Puget Sound Health Care System, Seattle and American Lake, WA
- South Cascades Market:  
VA Medical Center (VAMC), Portland, OR  
VA Roseburg Health Care System, Roseburg, OR  
VA Southern Oregon Rehabilitation Center and Clinics (SORCC), White City, OR
- Inland North Market:  
VA Medical Center (VAMC), Spokane, WA  
VA Medical Center (VAMC), Walla Walla, WA

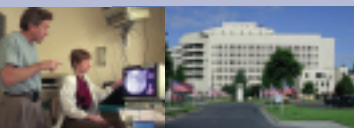
## > Whom We Serve

There are approximately 1.2 million veterans living in the Pacific Northwest and Alaska, 18% of whom received services in FY 2005, a 3.2% increase over FY 2004. Our medical centers currently operate 1823 inpatient beds for acute medical/surgical, mental health, nursing home and rehabilitative care. VISN 20 facilities recorded approximately 24,000 hospital admissions and nearly 2.2 million outpatient visits during this same time frame.

VISN 20 has one of the youngest patient populations (average age of 60) and one of the highest percentages of service connected veterans in VHA. Additionally, 9% of FY 2005 patients served were female. The VA NW Health Network continuously strives to improve access, quality, patient satisfaction and wellness to better serve the veterans of the Pacific Northwest.

**Capital Asset Realignment for Enhanced Services (CARES):** In 2002, the Veterans Health Administration launched a data-driven assessment of veterans' health care needs within each network. The goal of the assessment was to create a strategic realignment of capital assets and related resources to better serve the needs of veterans. This study considered future directions in health care delivery, projected changes in the veteran population, physical plant condition and capacity, community health care capacity, and workforce requirements. Any savings generated through CARES will be reinvested to meet veteran needs.

The Secretary of Veterans Affairs' CARES Decision Document, released in 2004, supported further study of two VISN 20 sites: VAMC Walla Walla (health care delivery study and proposed general capital and re-use plans); and VA Southern Oregon Rehabilitation Center and Clinics (SORCC) [a comprehensive capital plan and re-use plan]. Those studies are currently in progress, with expected completion dates in 2006.



## > Academic

## Affiliations

*VHA Strategy for Excellence – Promote excellence in the education of future health care professionals and to enhance VHA partnership with affiliates.*

VISN 20 facilities maintain active partnerships with two major academic centers (Oregon Health & Science University and the University of Washington), and an additional 290+ affiliations exist with both regional and national academic institutions. In FY 2005, VISN 20 trained in excess of 4000 University residents, interns, students and allied health care professionals.

### **Alaska VA Healthcare System and Regional Office**

University of Alaska, Anchorage  
University of Washington School of Medicine  
Alaska Federal Health Care Partnership (AFHCP)

### **VAMC Boise**

University of Washington School of Medicine  
Boise State University  
University of Idaho College of Pharmacy

### **VAMC Portland**

Oregon Health & Science University  
University of Portland  
Linfield College  
Walla Walla College

### **Puget Sound Healthcare System**

Bellevue Community College – Bellevue  
Bryman College  
Clover Park Tech College  
Colorado State University  
Creighton University  
Duke University  
Eastern Washington University  
Edmonds Community College  
Everett Community College  
Fielding Graduate Institute  
Green River Community College  
Highline Community College – Des Moines  
Idaho State University  
Lake Washington Technical College – Kirkland  
Marquette University  
Medical University of South Carolina  
North Seattle Community College – Seattle  
Oklahoma State University  
Olympic College – Bremerton  
Oregon State University  
Pacific Graduate School of Psychology  
Pacific Lutheran University – Tacoma  
Pacific University  
Peninsula College – Port Angeles  
PIMA Medical Institute  
Renton Technical College – Renton  
Samuel Merritt College  
Seattle Central Community College – Seattle  
Seattle Pacific University – Seattle  
Seattle University – Seattle  
Shoreline Community College – Seattle  
Tacoma Community College – Tacoma  
Texas State University  
University of Alabama  
University of Cincinnati  
University of Colorado  
University of Florida – Gainesville  
University of North Carolina  
University of Pacific  
University of Puget Sound  
University of St. Augustine  
University of Utah  
University of Washington – Seattle, Tacoma, Bothell  
US Army – Ft Lewis, WA  
Washington State University – Spokane

### **VAMC Roseburg**

Umpqua and Mt. Hood Community Colleges  
Graceland  
Gonzaga University  
University of Portland  
Oregon Health & Science University

### **SORCC**

Oregon Health & Science University  
Rogue Community College  
Portland State University  
University of Missouri (Sinclair School of Nursing)  
Pacific University  
University of California  
Georgia Association of Clinical Pastoral Education

### **VAMC Spokane**

Apollo College  
Eastern Washington University  
Gonzaga University  
North Idaho College  
Pacific University  
Rocky Mountain College  
Sacred Heart Medical Center  
Community Colleges of Spokane  
University of Washington  
Walla Walla College  
Washington State University

### **VAMC Walla Walla**

Washington State University  
Walla Walla College  
Walla Walla Community College  
University of Washington  
Pacific University  
Southern College of Optometry  
Illinois College of Optometry



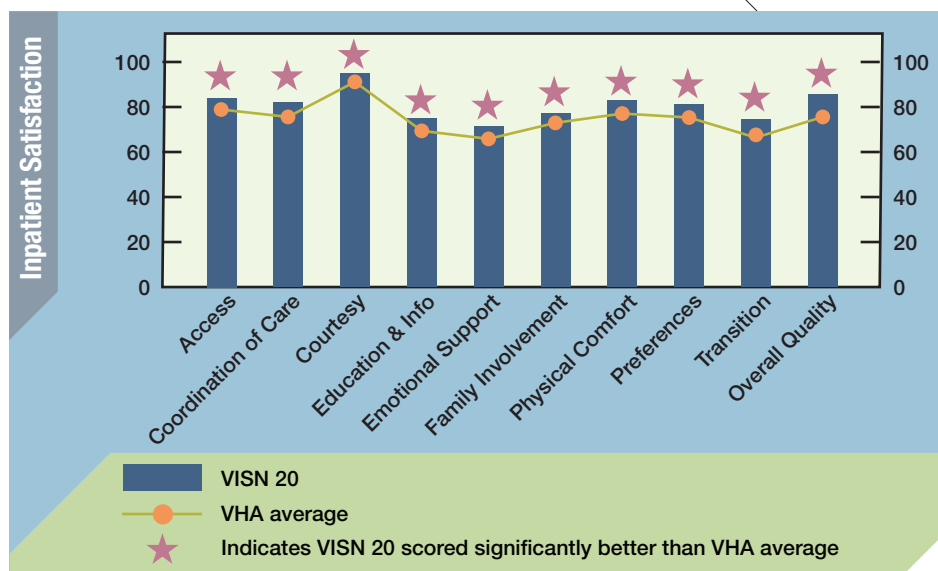


## > Clinical Excellence

### Access

*VHA Strategy for Excellence – Provide timely and appropriate access to health care at all times.*

- Developed initiatives to increase OR, ICU and Medical/Surgical ward beds in order to expand capacity for specialty procedures and increase customer satisfaction.
- Significantly reduced wait times for primary care appointments for both new and established patients through implementation of Advanced Clinic Access (ACA) procedures.
- Consistently managed provider wait times of 20 minutes or less.
- Received \$1M TeleRetinal grant. Funding will allow providers to electronically transfer images for remote evaluation to detect early threats to vision.



- Received \$1M grant for expansion of Care Coordination Home Telehealth. This outreach program uses health care data transmission from patient's homes to manage acute problems remotely and prevent repeat hospitalizations.

- Telemedicine program entered its seventh year. Because much of VISN 20 is rural, we are encouraged that continued expansion of this program will increase access to care, especially for veterans who are in remote locations, and those who are disabled and elderly.

- Maintained hospice programs in every VISN 20 nursing home.

- Redirected \$10M in centralized funding specifically dedicated to the reduction in backlog in FY 2005.

- Expanded teleradiology to allow sharing of radiographic images.

- Received a total of \$3,713,273 to expand services and improve joint collaboration (VHA/Department of Defense) projects.

- Received \$1,348,203 to support mental health programs throughout the VISN.

- Received \$1,505,070 to support VHA/DoD Joint Venture programs in Anchorage and Puget Sound.

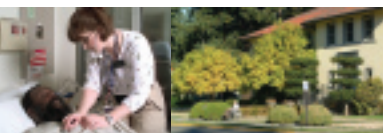
- Received \$200,000 for grant per diem programs at Portland and Puget Sound to support care provided for homeless veterans.

- Standardized care of veterans with acute cardiac problems through creation of a network wide transfer agreement.

- Implemented standardized patient transfer system to improve timeliness in the provision of specialty care procedures.

- VA Puget Sound Health Care System (PSHCS) maintained a strong and active sharing agreement with Madigan Army Medical Center (MAMC). Additionally in 2004, a sharing agreement was established between the PSHCS and the Navy Hospital in Bremerton.

- In its sixth year, the Alaska VA Health Care System and Regional Office and Elmendorf Air Force Base continue to enjoy one of the largest medical sharing agreements in the VA. In 2005, nearly 600 veterans and over 1,200 DoD beneficiaries were admitted to the joint venture hospital at Elmendorf.



## Patient Safety

*VHA Strategy for Excellence – Continuously improve the quality and safety of health care for veterans, particularly in those health issues associated with military service.*

- Instrumental in launching National Falls Toolkit and related data processes. VISN 20 also played a major role in producing a nationally utilized reference tool for benchmarking of falls data.
- Among the best in VHA in movement toward stronger Root Cause Analysis (RCA) actions as categorized by National Center for Patient Safety (NCPS).
- Recognized by the NCPS as being among the best in the nation for documentation of RCA action implementation.
- Implemented JCAHO National Patient Safety Goals at all facilities.
- Three VISN 20 facilities completed successful NCPS site visits with one site receiving national recognition.

## Patient Satisfaction

*VHA Strategy for Excellence – Continuously improve veteran and family satisfaction by promoting patient centered care and excellent customer service.*

- Outpatient satisfaction consistently rated Very Good or Excellent.
- Inpatient satisfaction consistently rated Very Good or Excellent – among the best in the nation.
- VISN 20 leads the Nation in three inpatient satisfaction elements: Preferences (ensuring

that veterans are involved with decisions about their care), Transition (smooth transition between inpatient & outpatient care), & Overall Quality.

## Performance

VISN 20 is among the best in the nation in:

- Mental Health specialty access in Community Based Outpatient Clinics (CBOCs)
- New patient access to Mental Health appointments

- Resident supervision in Psychiatry

VISN 20 is also in the Top 5 VISNs for:

- Resident supervision in medicine
- Cervical cancer screening
- Pneumococcal immunizations
- Education on tobacco use
- Provider wait times 20 minutes or less
- Patient access to cardiology appointments
- New patient access to eye care
- Breast cancer screening

## We maintain compliance with the following national accreditation organizations:

- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- Commission on Accreditation of Rehabilitation Facilities (CARF)

- National Committee for Quality Assurance (NCQA)

- Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC)

- College of American Pathologists (CAP)

- Food and Drug Administration on Blood Bank

*We believe that organizations in pursuit of excellence must be ready to meet the requirements of customers, partners and others every day, anytime and not just when someone else is looking.*

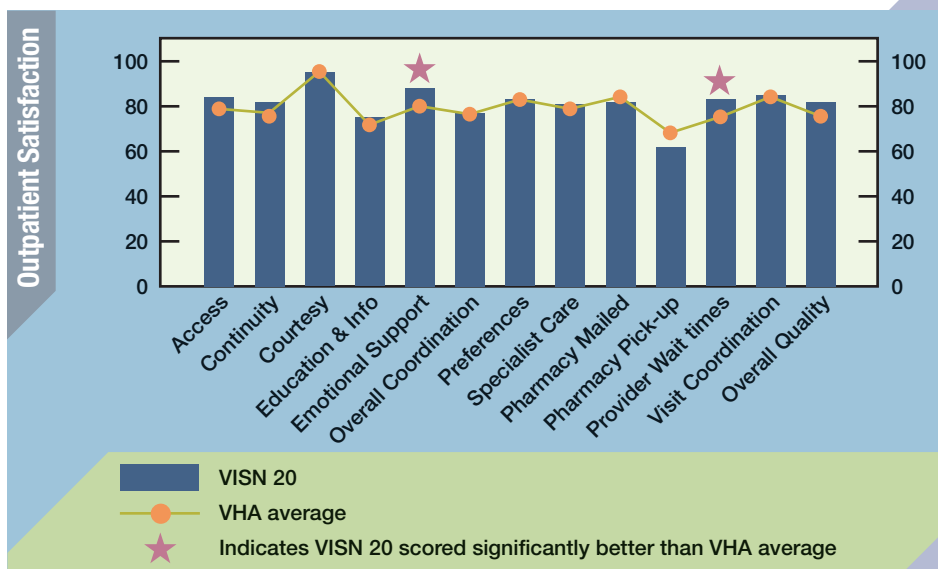
*In 2001, VISN 20 implemented the Continuous Organizational Readiness Evaluation (CORE). CORE is a comprehensive methodology for achieving readiness. 51 active Internal Consultants from across our network work in teams, visiting each facility at least annually to identify organizational strengths and improvement opportunities as well as to discover strong practices for sharing with other facilities.*

*The CORE process assists with corrective actions when appropriate, and monitors actions to achieve improvements in efforts to get out of the business of just-in-time readiness and move the organizational culture to one of continuous improvement through quality in daily work.*

*To date, over 41 CORE site visits have been completed, including nine in FY 2005*

*Annual cost savings to the network exceed \$133,000 in FY 2005, for a total savings so far of over \$520,000.*

*In FY 2004, CORE was replicated at the National level, known as the System-Wide Ongoing Assessment & Review Strategy (SOARS).*



## > Employee Development and Satisfaction

*VHA Strategy for Excellence – Promote diversity, excellence and satisfaction in the workforce and foster a culture which encourages innovation.*

In VISN 20, we recognize that our employees are our greatest resource. As an employer of choice, we are committed to developing personal, technical, and interpersonal skills and encouraging creative thinking, flexibility, systems thinking and organizational stewardship.

Our Network's workforce development plan is focused on the theme of "Engage, Support and Develop." This is demonstrated through the variety of developmental programs available to our staff and student trainees.

- Over 2100 participants attended facility or VISN sponsored training classes or workshops
- Nearly 9500 continuing education credits were awarded in FY 05
- The Career Development Counseling Program increased new intakes by 87% and provided services to 324 employees
- 23 mid- and senior-level managers graduated from the 11th cohort of VISN 20's Facility Leadership Development Program
- 2nd cohort of the Network's Executive Development program began in May 2005 with 23 participants
- 193 employees attended Supervisory Training
- 275 employees participated in National Scholarship or Debt Reduction Programs
- Seven Class of 2006 Technical Career Field (TCF) participants in the following programs: Biomedical and General Engineering, Finance, Health Administration, Information Technology (IT) and Voluntary Services
- Eight TCF trainees graduated in FY 2005, five of whom found permanent placement within VISN 20
- VISN 20 actively supported five Executive Career Field (ECF) candidates in FY 2005. ECF is a nationally sponsored program dedicated to the development of future senior leaders
- Continued utilization of Performance Based Interviewing, a selection process that incorporates interviewing techniques and interview design with criteria essential to high performance in a job
- Collaborative educational efforts extended to special emphasis programs including MS Center of Excellence West, Geriatric Research, Education & Clinical Center (GRECC), Mental Illness Research, Education & Clinical Center (MIRECC), Parkinson's Disease Research Education & Clinical Center (PDRECC), and Palliative Care Program
- VISN 20 has one of VHA's lowest EEO formal complaint filing ratios
- VISN 20 supported an active Alternative Dispute Resolution (ADR) Program with the following results in FY 2005:
  - 25 trained ADR Mediators
  - Utilized ADR 36 times
  - 58% of mediations resulted in settlement while parties were at the table

Leadership support of employees is reflected in the results of the 2004 All Employee Survey. When VHA's National Center for Organizational Development (NCOD) released its survey results, VISN 20 ranked highest among networks for employee civility and respect in the workplace. Other top satisfiers include: quality of work, type of work, co-workers, work/family balance, diversity acceptance, resources and safety.

VA NW Health Network





> Budget

Revenue

#### Revenue

Insurance & Copay Collections	\$68,085,509
Total Number of Billings	1,460,503

#### Expenditures

Payroll	\$638,374,787
Pharmaceuticals	\$163,726,026
Purchased Care	\$169,821,371
Supplies & Materials	\$76,443,102
Capital	\$69,787,680
All Other	\$145,944,363
Total	\$1,264,097,331

#### Other

- The number of Veterans served increased by 3.3%
- VISN 20 patient growth above the National Average the last three years
- Pharmacy prescription expenditures increased by 2.8%
- Over 9 million prescriptions (30-day equivalent) were filled
- The average cost per Veteran patient increased by only .2%
- FTEE was 8,080
- FTEE decreased 2% from Fiscal Year 2004 to 2005
- 116 Maintenance & Repairs Projects were approved

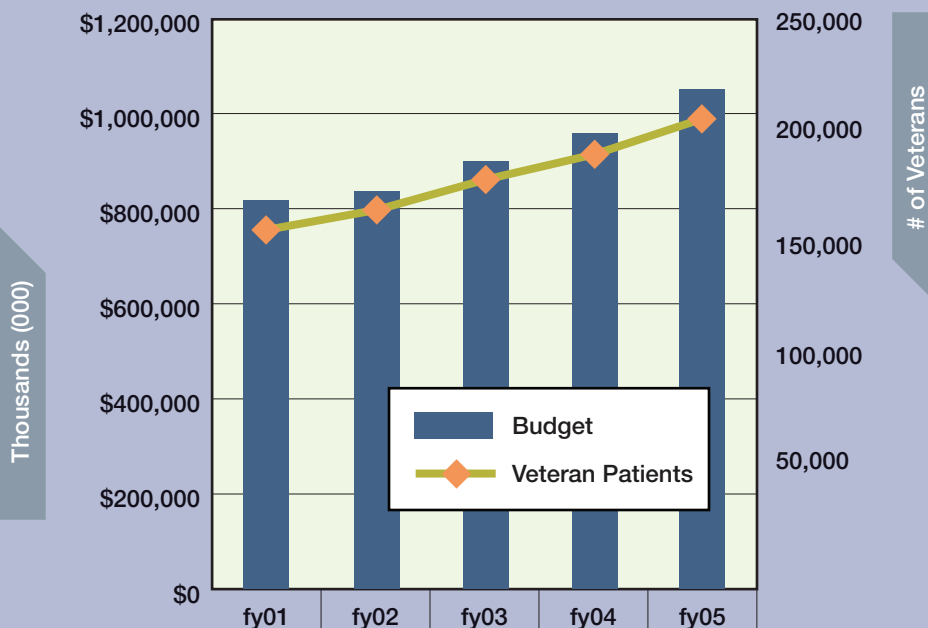
VHA Strategy for Excellence – Promote excellence in business practices through administrative, financial and clinical efficiencies.

VISN 20 received an initial operating budget of \$1B, a 3.7% increase over the previous year. An additional \$150M was received to fund special programs, and our facilities collected in excess of \$68M from third party insurance companies and co-payments. Late in the year, we received \$40M in emergency supplement funding from Congress, bringing our total operating budget to \$1.2B.

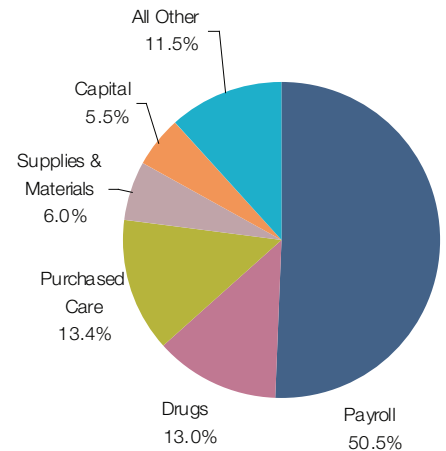
During this time frame, our facilities served approximately 201,000 veterans, a 3.3% increase over FY 2004. In spite of these increases, patient care costs grew at just .2%, among the lowest in the nation, and far below the current rate of inflation.

\$50M was invested in capital upgrades, including medical equipment, information technology and maintenance and repair construction projects. Over \$10M was spent reducing patient waits for procedures in certain medical specialties.

Budget Allocations vs. Veterans Served  
FY 2005



Network Spending FY 2005



## > Research

*VHA Strategy for Excellence – Focus research and development on clinical and system improvements designed to enhance the health and well being of veterans.*

In VISN 20, we recognize the critical role of research in providing care to veterans and the need to link research with patient care needs.

Research programs in VISN 20 are among VA's most robust and competitive. Programs include areas of significant importance to veterans, including diabetes, Alzheimer's disease, multiple sclerosis, limb loss prevention and prosthetics, Hepatitis C, spinal cord injuries and rehabilitation medicine, mental health, addictions treatment, Post Traumatic Stress Disorder (PTSD), health services/translational research, and deployment health issues. Leadership in these areas enhances our ability to provide state-of-the-art diagnosis and treatment to our veteran patients.

Currently, 250 staff members are Principal Investigators, with over 1,000 active research projects. VISN 20 facilities receive approximately \$34M annually in VA funding and another \$33M in non-VA funds (including support from The National Institute of Health (NIH) and other federal agencies, volunteer health organizations, and the pharmaceutical and biotechnology industries).

This strong, diversified base of support maintains our competitive edge as a leader in world-class research and the understanding of disease.

### **VISN 20 Nationally Recognized Programs**

#### **Centers of Excellence**

Geriatric Research, Education & Clinical Center  
Health Services Research & Development Center  
Mental Illness Research, Education & Clinical Center  
Multiple Sclerosis Education and Research Center  
Portland Alcohol Research Center  
NW Veterans Affairs Cancer Research Center  
National Center for Rehabilitative Auditory Research  
Rehabilitation for Amputations, Prosthetics & Limb Loss Prevention  
Substance Abuse Treatment & Education

#### **Special Emphasis Programs**

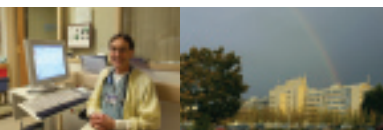
Alzheimer's Disease Research and Treatment Center  
Residential Blind Rehabilitation  
Brachytherapy Program  
Center for Ethics  
Comprehensive Cancer Center  
Diabetes/Endocrinology Research Center  
Epidemiology Research & Information Center  
Gene Therapy and New Cancer Treatments  
Gulf War Illness Research & Treatment Center  
Hepatitis C Collaborative Center for Education & Research  
Homeless Veterans Domiciliary Treatment & Rehabilitation Program  
Post-Traumatic Stress Disorder  
Rehabilitation Research and Prosthetics  
Spinal Cord Injury Center

#### **NIH-funded Centers**

Alzheimer's Research Center  
Diabetes/Endocrinology Research Center

#### **Additional Programs**

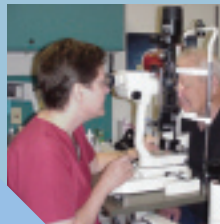
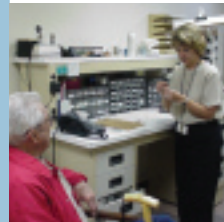
Residential Blind Rehabilitation  
Deployment Health Clinic and Operations Iraqi and Enduring Freedom  
(OIF/OEF) Seamless Transition program



## > Special Programs

VISN 20 is proud to support a wide variety of special programs designed to provide better care and services to veterans, not only within our VISN, but across the nation. As evidenced by the wide array of focus areas listed below, a full continuum of veterans services are currently being offered, from direct patient care to research to improvements in efficiency.

- Alaska Federal Health Care Partnership
- Bone Marrow Transplantation
- Defense Authorization Act Demonstration Site
- Enhanced Use Leases (Vancouver Housing Authority, Single Room Occupancy Building, Clark County Lease)
- Joint Incentive Fund Projects (Elmendorf AFB, Diagnostic Imaging, Mountain Home AFB Mobile MRI, Madigan AFB (Tacoma) Cardiothoracic)
- Joint Venture Medical Facility at Elmendorf Air Force Base (Anchorage)
- Kidney Transplant Program
- Liver Transplant Program
- Northwest Parkinson's Disease Research, Educational & Clinical Center
- Optical Fabrication Laboratory
- Research Enhancement Awards Program in Multiple Sclerosis
- Seattle Institute for Biomedical and Clinical Research



## > Community Partnerships and Events

> During the 2005 Hurricane Relief efforts, nearly 250 VISN 20 employees volunteered to travel to the Gulf Coast and other states impacted by Hurricanes Rita and Katrina to assist with the provision of health care and clean up efforts. In total, 98 physicians, nurses, pharmacists, housekeeping aids, mental health and social workers, police officers and others volunteered their time to help veterans and VA staff members impacted by this tragedy. We are remarkably proud of these local heroes.

> The Anchorage VA Health Care System and Regional Office has been hosting a celebration honoring women veterans since 1992. Alaska is the first and only of the 50 states to honor women veterans. State of Alaska legislation was passed in 2000 to officially designate November 9th as Women Veterans Day.

> In FY 2005 the VISN implemented a Memorandum of Understanding with the Portland and Alaska Area Offices of the Indian Health Service (IHS) which includes a requirement for implementing at least two initiatives each year. Activities have included Pow Wows on VA campuses, sharing clinical staffing and educational opportunities, training for implementation of the IHS electronic medical record; IHS participation in VISN 20 summits on Post Traumatic Stress Disorder (PTSD); Camp Chaparral; and hosting sweat lodges.

> William "Bill" Duncan, Volunteer at the VA Roseburg Healthcare System, was presented with the National American Red Cross Veterans Affairs Voluntary Service Male Volunteer of the Year Award. Mr. Duncan volunteers many hours as a Chaplain's assistant, and has helped establish a youth volunteer program, assists with other facility programs, such as the National Salute to Hospitalized Veterans, and offers support to community events raising funds to donate to veterans.

The VA NW Health Network relies on the services of our many generous volunteers who allow us to continue to provide exceptional services to our Nation's veterans. In FY 2005, the total number of regularly scheduled volunteers exceeded 4,500. Of this number, 1,155 were student volunteers. Additional FY 2005 volunteer facts include:

Total volunteer hours: 619,785 (equivalent to 297.8 FTEE)

Value of total hours: \$10,877,227

Total cash donations received through VISN 20 Voluntary Service: \$596,641

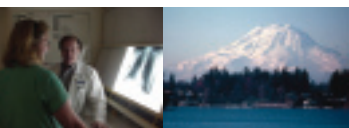
Total all other donations received through VISN 20 Voluntary Service: \$2,200,084

\*Grand donation total: \$2,796,725

Our most heartfelt appreciation goes out to everyone who has given of themselves so generously. For information about volunteer opportunities within VISN 20, please contact your local facility.

\*Donations made through voluntary services are earmarked exclusively for the general welfare of veterans.

VA NW Health Network



*VHA Strategy for Excellence –  
Promote health within VA,  
local communities and the Nation  
consistent with VA's mission.*

> In FY 2005, a Department of Veterans Affairs patient safety initiative developed by the Portland VA Medical Center was named one of the nation's top 50 "most creative, forward thinking, results-driven government programs" by Harvard University's Kennedy School of Government. The VA approach to reducing the risk of injury from violent behavior of medical patients was named one of 50 semifinalists for the prestigious Innovations in American Government Awards – often referred to as the "Oscars" of Government Prizes.



> The Alaska VA Health Care System and Regional Office was selected as the host site for the 2006 National Veterans Wheelchair Games (July 3-8). The games are a multi-event sports and rehabilitation program for military service veterans who use wheelchairs for sports competition due to spinal cord injury, amputation or neurological problems. Attracting more than 500 athletes each year, the Wheel Chair Games are the largest annual wheelchair sports event in the world.

> To learn more about the 2006 Wheelchair Games,  
visit: [www.wheelchairgames.org](http://www.wheelchairgames.org)





## > Operations Iraqi and Enduring Freedom

### Outreach

- Since August 2003, VISN 20 has supported the placement of two VHA social workers, located at Madigan Army Medical Center, to ensure a successful transition for returning service personnel. These employees work closely with specifically assigned Points of Contact (POCs) at each of our facilities and the Network office. Our goal is to continue this important partnership as a means of encouraging those who are returning home from military commitments to pursue post-deployment support.

- VISN 20 is an active participant in a Memorandum of Understanding (MOU), initiated by the Washington State Department of Veterans Affairs, with the Washington State Department of Defense, the National Guard and the Reserve to inform returning service members and their families of their benefits and deliver services. Oregon has also recently entered into a similar agreement and one is pending in the State of Idaho.

- The VA Puget Sound Health Care System (PSHCS) Deployment Health Clinic follows the care of veterans (including active duty, National Guard and Reservists) experiencing unique health concerns related to their specific military deployment. This care is provided even if the veteran is receiving their care outside a VA setting.

- The PSHCS has been designated as a Poly-trauma Center. The facility will coordinate the care and services required to meet the needs of the amputee population and assure that patients have access to the same high level of care across the Network. PSHCS will be responsible for implementing care that transitions individuals back into their home community.

- In FY 2005 VISN 20 sponsored a comprehensive clinical update for behavioral/mental health staff and others (Readjustment Counseling Centers, Private Sector Health Care Systems and agencies, other VISNs and Washington State Department of Veterans Affairs). The program provided an opportunity among 330 participants for sharing best practices and highlighted recent research and data to assist clinicians in providing care.

VISN 20 is proud to honor our 668 employees who are members of the Reserves and National Guard. During Operations Iraqi and Enduring Freedom, these employees were called to active duty or stood ready to serve our country.

VA NW Health Network



## > Goals for 2006

- *Increase access to care by increasing efficiency in providing primary and specialty care*
- *Continually improve performance measure outcomes*
- *Increase utilization of tele-home health program*
- *Continually improve patient and employee satisfaction*
- *Reduce non-VA expenditures by keeping more veterans in VA system for care*
- *Balance available services with needs of veterans seeking VA services*
- *Continually increase insurance and co-pay collections to reinvest in veteran services*

## > Congressional Delegations

### **Alaska**

Senator Ted Stevens  
Senator Lisa Murkowski  
Congressman Don Young

### **Idaho**

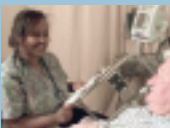
Senator Larry E. Craig  
Senator Mike Crapo  
Representative C.L. "Butch" Otter  
Representative Mike Simpson

### **Oregon**

Senator Gordon Smith  
Senator Ron Wyden  
Representative David Wu  
Representative Greg Walden  
Representative Earl Blumenauer  
Representative Peter DeFazio  
Representative Darlene Hooley

### **Washington**

Senator Patty Murray  
Senator Maria Cantwell  
Representative Jay Inslee  
Representative Rick Larsen  
Representative Brian Baird  
Representative Richard "Doc" Hastings  
Representative Cathy McMorris  
Representative Norman D. Dicks  
Representative Jim McDermott  
Representative Jennifer Dunn  
Representative Adam Smith



## > Facility Listing

Reaching across 4 states, 8 facilities, and 21 independent clinics (and approximately 8000 employees) – the VA Northwest Health Network is an integral part of the Department of Veterans Affairs (VA).

### Medical Centers

#### Alaska – Alaska VA Health Care System and Regional Office

2925 DeBarr Road  
Anchorage, AK 99508  
Phone: (907) 257-4700  
Fax: (907) 257-6774

#### Idaho – Boise VA Medical Center

500 West Fort Street  
Boise, ID 83702  
Phone: (208) 422-1000  
Fax: (208) 422-1326

#### Oregon – Portland VA Medical Center

3710 SW U.S. Veterans Hospital Rd.  
Portland, OR 97239  
Phone: (503) 220-8262  
Fax: (503) 273-5319

#### Roseburg VA Medical Center

913 NW Garden Valley Boulevard  
Roseburg, OR 97470  
Phone: (541) 440-1000  
Fax: (541) 440-1225

#### Southern Oregon Rehabilitation Center and Clinics

8495 Crater Lake Hwy.  
White City, OR 97503  
Phone: (541) 826-2111  
Fax: (541) 830-3500

#### Washington – Puget Sound Health Care System

##### American Lake Campus

9000 Veteran's Drive  
Tacoma, WA 99493  
Phone: (253) 589-4001  
Fax: (253) 589-4015

##### Seattle Campus

1660 S. Columbian Way  
Seattle, WA 98108-1597  
Phone: (206) 762-1010  
Fax: (206) 764-2224

##### Spokane VA Medical Center

4815 N. Assembly Street  
Spokane, WA 99205-6197  
Phone: (509) 434-7000  
Fax: (509) 434-7100

##### VAMC Portland – Vancouver, WA Campus

1601 E. 4th Plain Blvd.  
Vancouver, WA 98661  
Phone: (503) 220-8262  
Fax: (503) 273-5319

##### VAMC Walla Walla

77 Wainwright Dr.  
Walla Walla, WA 99362  
Phone: (509) 525-5200  
Fax: (509) 527-3452

#### VISN 20 Office

1601 4th Plain Blvd  
Building 17, 4th Floor, Suite 402  
Vancouver, WA 98661  
Phone: (360) 619-5925  
Fax: (360) 737-1405

#### Community Based Outpatient Clinics (CBOCs)

##### Alaska

##### Fairbanks Alaska CBOC

Bassett Army Community Hospital  
Gaffney Road, Bldg 4065,  
Rooms 169-176  
Fort Wainwright, AK 99703  
Phone: (907) 353-6370  
Fax: (907) 353-6372

##### Kenai VA Medical Clinic CBOC

805 Frontage Road, Suite 130  
Kenai, AK 99611  
Phone: (907) 283-2231  
Fax: (907) 283-4236

##### Idaho

##### Lewiston CBOC

Phone: (509) 525-5200  
Fax: (509) 527-3452

##### Twin Falls CBOC

260 2nd Avenue East  
Twin Falls, ID 83301  
Phone: (208) 422-7200

##### Oregon

##### Bandon CBOC

1010 First St. Suite 100  
Bandon, OR 97411  
Phone: (541) 347-4736  
Fax: (541) 347-1098

##### Brookings CBOC

555 5th Street, P.O.Box 6009  
Brookings, OR 97415  
Phone: (541) 412-1152

##### Camp Rilea Clinic

(North Coast CBOC)  
91400 Rilea Neocoxie Rd.  
Bldg. 7315  
Warrenton, OR 97146  
Phone: (503) 220-8262  
Fax: (503) 861-9528

##### Central Oregon Primary Care Clinic (Bend)

Morningside Medical Building  
2115 Wyatt Court, Suite 201  
Bend, OR 97701  
Phone: (541) 382-9110  
Fax: (503) 273-5319

#### Eugene CBOC

100 River Avenue  
Eugene, OR 97404  
Phone: (541) 607-0897  
Fax: (541) 607-7573

#### Klamath Falls CBOC

2819 Dahlia St.  
Klamath Falls, OR 97601  
Phone: (541) 273-6206  
Fax: (541) 273-6207

#### Ontario Oregon CBOC

20 SW 3rd  
Ontario, OR 97914  
Phone: (208) 422-1303

#### Portland West CBOC

Peterkort Centre III  
9701 SW Barnes Road, Suite 200  
Portland, OR 97255  
Fax: (503) 273-5319

#### Salem CBOC

1660 Oak Street SE  
Salem, OR 97301  
Phone: (503) 316-8817  
Fax: (503) 316-9037

#### Washington

##### Bremerton CBOC

925 Adele Avenue  
Bremerton, WA 98312  
Phone: (360) 782-0129  
Fax: (360) 377-8029

##### Factoria CBOC

UW Medicine Factoria  
13231 SE 36th Street  
Suite 110  
Bellevue, WA 98006-7321  
Phone: (425) 957-9000  
Fax: (206) 520-1099

##### Kent CBOC

UW Medicine Kent/Des Moines  
Clinic  
23213 Pacific Highway South  
Kent, WA 98032  
Phone: (206) 870-8880  
Fax: (206) 520-1499

##### Richland Clinic (Tri Cities)

948 Stevens Dr., Suite C  
Richland, WA 99352  
Phone: (509) 946-1020  
Fax: (509) 946-3040

#### UW Physicians Federal Way Clinic (Seattle)

32018 23rd Ave South  
Federal Way, WA 98003  
Phone: (253) 839-3030  
Fax: (206) 520-1799

#### UW Physicians Shoreline Clinic (Seattle)

1355 N. 205th Street  
Shoreline, WA 98133  
Phone: (206) 542-5656  
Fax: (206) 520-1899

#### UW Physicians Woodinville Clinic (Seattle)

17638 140th Ave. NE  
Woodinville, WA 98072  
Phone: (425) 485-4100  
Fax: (206) 520-1299

#### Yakima Clinic CBOC

717 Fruitvale Blvd  
Yakima, WA 98902  
Phone: (509) 966-0199  
Fax: (509) 966-4266

